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Approved For Release 1999/09/07 : CIA-RDP78-03985A000400130018-1

Chief of Logistics

*original returned to*  
*Mr* [redacted]

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Chief, Inspection and Review Staff

### Functions of the Inspection and Review Staff

1. The attached statement of mission and functions will in our opinion, adequately provide for the inspection and operations review job as specified in the Logistics Office T/O approved by the DD/A 26 March 1953.

2. The following will summarize for the record the more important reasons for creating this activity, as previously discussed:

a. The establishment of the I & R Staff recognizes the principle that top management, in order to achieve peak effectiveness, must provide for the systematic appraisal of operations in comparison with standards and objectives. This appraisal is necessarily separate and distinct from the review functions that are essentially a part of the supervisory responsibilities of division chiefs because:

(1) When the review function is left exclusively with operating officials, it is usually subordinated to the operating pressures which fluctuate from day to day. Consequently, it ceases to be systematic and sufficiently thorough.

(2) The review responsibility of the I & R Staff includes the appraisal of management at all levels. While management personnel should be encouraged to be self-critical, such review cannot be expected to be wholly objective. The type of evaluation work to be performed by I & R is that which the Chief of Logistics himself would carry out if it were possible for him to do so.

b. An important aspect of the mission of the I & R Staff is the fact that it provides for preventive as well as curative measures. The matter of identifying and isolating "problem" situations and incipient fires before they occur, may well represent the difference between an operation that is characterized by "fire-fighting" and one that assures the fullest measure of stability and progress through effective management planning and adequate control.

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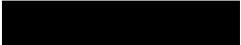
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e. The functions of the I & R Staff should not be confused with the typical survey activities of Organization and Method examiners who concern themselves principally with procedures, paper work and technical minutiae. While the analytical management techniques of Organization and Method will be employed as necessary by the I & R Staff, they are but a single part of the I & R program as a whole.

3. The preparation of review procedures, check sheets and time schedules are in process and will be submitted for your approval upon completion.

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1 Attachment:  
Statement of Function

LO/I&R/WSW:ae  
Distribution:  
Addressee  
1 - Official file  
1 - I & R

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